

National Institute on Drug Abuse

8 Model Plan
for a
Comprehensive
Drug-Free
Workplace
Program



U.S. DEPARTMENT OF HEALTH AND HUMAN SERVICES
Public Health Service
Alcohol, Drug Abuse, and Mental Health Administration

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This model plan was developed by a Federal Interagency Coordinating Group composed of representatives from the Department of Health and Human Services, the Office of Personnel Management, and the Department of Justice and distributed to Federal agencies by the National Drug Policy Board.

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FOREWORD

Many private and non-Federal public sector employers are currently seeking advice and guidance in developing and implementing programs for achieving a drug-free workplace.

They are taking action because they have been stimulated by the realities of life in late 20th Century America: In spite of miraculous medical advances creating the possibility for good health and long life for more people than ever before, those possibilities are tragically wiped out in the individual lives crippled or destroyed mentally or physically by the use and effect of drugs. Those possibilities are stifled in families, communities, **schools**, and workplaces as individual drug use weaves its way **into** the fabric of society. Employers find themselves in a global marketplace while recognizing that this **nation's** rate of drug use is among the highest of any nation bringing goods and services into that marketplace.

Employers have also been stimulated by Federal leadership and incentives, initially articulated in 1986 when President Reagan issued Executive Order 12564 to the Federal Government - the nation's largest employer - requiring that it establish and maintain drug-free workplaces. The Congress set terms for implementation of that order in Pub. L. 100-71. There followed in late 1988 regulations from the Departments of Transportation and Defense and new legislation, the Drug-**Free** Workplace Act of 1988, all of which require or hold out incentives for implementation of drug-free workplace provisions.

To employers stimulated to act on their own or to those acting in response to a Federal requirement or incentive, this publication offers a model drug-free workplace plan to use as a compass, though not necessarily to set an exact course. The model plan points to the essential five elements set out in Executive Order 12564:

1. Development of a comprehensive written policy
2. Supervisory training
3. Employee education
4. Availability of employee assistance programs
5. Identification of illegal drug users, including drug testing on a controlled and carefully monitored basis.

The model plan's foundation is a policy which **offers** a helping hand while clearly communicating that use of illegal drugs will not be tolerated. Publication of the model offers non-**Federal** employers the benefit of the Federal experience. Just as application of this model within the Federal sector was affected by the uniqueness of each Federal Agency, its application outside the Federal context must be flexible enough to accommodate the needs of the great variety of

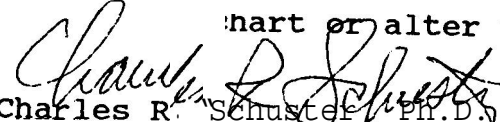
employers, work sites, and **workforce** characteristics which constitute the private and non-Federal public American workplace. Because of the need for flexible application of this model, because laws that affect the workplace may vary by State and locality, and because of the complexity of certain components of a comprehensive plan, e.g., the drug testing component, employers may want to consult with legal counsel prior to plan implementation.

This model plan was developed by a Federal interagency coordinating group composed of representatives of the Department of Health and Human Services, Office of Personnel Management, and Department of Justice and distributed to Federal agencies by the National Drug Policy Board to provide a **prototype** for developing a drug-free workplace plan appropriate to each Agency's own mission and work force.

There has been very little editing of the plan as distributed to Federal agencies. For the Federal audience, the use of the term "**Agency**" throughout invited substitution of the specific agency name. Private sector employers should substitute the name of their business in most instances. The model plan contains references to Federal authorities which do not impose requirements on private employers. While those references are retained for the purpose of reflecting the policies behind provisions of the Federal model plan, it is expected that private sector employers will modify the plan when they intend to preserve the principle without referencing Federal law or regulations.

Selected source documents for the Federal Drug-Free Workplace Program are published as Appendices: Appendix A is Executive Order 12564; Appendix B is section 503 of Pub. L. 100-71; and Appendix C is the Mandatory Guidelines for Federal Workplace Drug Testing Programs which include scientific and technical requirements and provisions for certification of laboratories engaged in urine drug testing for Federal Agencies. They are published along with the model in order to provide a framework for the existing application of the model.

The National Institute on Drug Abuse is making this model available, both for employers just initiating a program and for those who may be **re-examining** provisions of an on-going program, in the belief that the fight against illegal drugs in the workplace is critical to the Nation's war against drug use. This model, with its five essential elements, is worthy of careful consideration as **employers** chart course.

chart or alter their

Charles R. Schuster, Ph.D.
Director
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CONTENTS

	PAGE
I. INTRODUCTION	1
A. Background	1
B. Statement of Policy	2
C. Nature, Frequency , and Type of	3
Drug Testing to be Instituted	3
D. Drugs for Which Employees are Tested	3
E. scope	3
F. Union Cooperation	4
G. References	
	6
II. DEFINITIONS	
	8
III. EMPLOYEE ASSISTANCE PROGRAMS	
A. Function	8
B. Referral and Availability	9
C. Leave Allowance	9
D. Records and Confidentiality	9
E. Structure	
	10
IV. SUPERVISORY TRAINING	
A. Objectives	10
B. Implementation	10
C. Training Package	10
	12
V. EMPLOYEE EDUCATION	
A. Objectives	12
B. Means of Education	12

VI.	SPECIAL DUTIES AND RESPONSIBILITIES	13
A.	Drug Program Coordinator	13
B.	Employee Assistance Program Administrator	14
c.	Employee Assistance Program Coordinator	14
D.	Employee Assistance Counselors	15
E.	Medical Review Officer	16
F.	Supervisors	17
G.	Implementation	17
H.	General Program/Structural Provisions	18
I.	Government Contractors	18
VII.	NOTICE	19
A.	General Notice	19
B.	Individual Notice	20
c.	Signed Acknowledgement	20
D.	Administrative Relief	21
VIII.	FINDING OF DRUG USE AND DISCIPLINARY CONSEQUENCES	22
A.	Determination	22
B.	Mandatory Administrative Actions	22
c.	Range of Consequences	22
D.	Initiation of Mandatory Removal from Service	23
E.	Refusal to Take Drug Test when Required	23
F.	Voluntary Referral	24
IX.	RANDOM TESTING	26
A.	Sensitive Positions Designated for Random Drug Testing	26
B.	Determining the Testing Designated Position	26
c.	Implementing Random Testing	27
D.	Notification of Selection	27
E.	Deferral of Testing	27
x.	REASONABLE SUSPICION TESTING	29
A.	Grounds	29
B.	Procedures	29
c.	Obtaining the Sample	30
D.	Supervisory Training	30

XI. APPLICANT TESTING	31
A. Objectives	31
B. Vacancy Announcements	31
c. Procedures	31
D. Personnel Officials	32
E. Consequences	32
XII. ADDITIONAL TYPES OF DRUG TESTING	33
A. Accident or Unsafe Practice Testing	33
B. Voluntary Testing	33
c. Follow-up Testing	33
XIII. TEST PROCEDURES IN GENERAL	34
A. Mandatory Guidelines for Federal Workplace Drug Testing	34
B. Privacy Assured	34
c. Failure to Appear for Testing	35
D. Opportunity to Justify a Positive Test Result	35
E. Employee Counseling and Assistance	36
F. Savings Clause	36
XIV. RECORDS AND REPORTS	37
A. Confidentiality of Test Results	37
B. Employee Access to Records	38
c. Confidentiality of Records in General	38
D. Employee Assistance Program Records	38
E. Maintenance of Records	39
F. Records Maintained by Government Contractors	39
G. Statistical Information	39

XV. POSITION TITLES DESIGNATED FOR RANDOM TESTING
[List of position titles, criteria, procedures,
justification, number of employees, frequency of
testing, and "drug impact statement"]

41

APPENDIX A

Executive Order 12564

APPENDIX B

Section **503** of Pub. L. 100-71

APPENDIX C

Mandatory Guidelines for Federal Workplace Drug Testing
Programs